

ELEMENT	SUB-ELEMENT	GOOD PRACTICE	POOR PRACTICE
ORGANIZATION	Quality and Accuracy	<ul style="list-style-type: none"> <li>- Orderly, well organized</li> <li>- Using approved procedures</li> <li>- Action taken to abnormal situations</li> </ul>	<ul style="list-style-type: none"> <li>- Disorganized, out of sequence</li> <li>- Not always using the best techniques</li> <li>- Late reaction to abnormal situations</li> </ul>
TECHNICAL KNOWLEDGE	Practical Understanding	<ul style="list-style-type: none"> <li>- Practical understanding of aircraft systems, performance data &amp; charts, weather, etc.</li> <li>- Practical use and understanding of administrative, flight planning and performance softwares, radio equipment, etc.</li> <li>- Competency that gets the job done safely and efficiently</li> </ul>	<ul style="list-style-type: none"> <li>- Lacking in-depth understanding of aircraft systems, performance data &amp; charts, weather, etc.</li> <li>- Lacking in-depth understanding of administrative, flight planning and performance softwares, radio equipment, etc.</li> <li>- Poor competency has potential to affect safety</li> </ul>
	Following SOPs / Rules / Regulations	<ul style="list-style-type: none"> <li>- Knowledge of all applicable SOPs, rules and regulations</li> <li>- Follows all SOPs, rules and regulations</li> <li>- Advises other dispatchers / crew members and takes precautions when proceeding outside SOPs</li> </ul>	<ul style="list-style-type: none"> <li>- Not aware of some SOPs, rules or regulations</li> <li>- Does not follow SOPs, rules or regulations</li> <li>- When deviating from SOPs, does not consider potential problems or adverse outcomes and/or does not advise other dispatchers / crew members</li> </ul>
COOPERATION	Team Building and Maintaining	<ul style="list-style-type: none"> <li>- Establishes atmosphere for open communication</li> <li>- Encourages input and feedback; does not compete with others</li> </ul>	<ul style="list-style-type: none"> <li>- Blocks open communication</li> <li>- Keeps barriers between team members</li> <li>- Competes with others</li> </ul>
	Consideration of Others	<ul style="list-style-type: none"> <li>- Takes notice of suggestions of other team members even if he or she does not agree</li> <li>- Takes condition of other team members</li> <li>- Gives personal feedback</li> </ul>	<ul style="list-style-type: none"> <li>- Ignores suggestions of other team members</li> <li>- Does not take into account condition of other team members</li> <li>- Shows no reaction to other team members</li> </ul>
	Support of Others	<ul style="list-style-type: none"> <li>- Helps other team members in demanding situations</li> <li>- Offers assistance</li> </ul>	<ul style="list-style-type: none"> <li>- Hesitant to help other team members in demanding situations</li> <li>- Does not offer assistance</li> </ul>
	Conflict Solving	<ul style="list-style-type: none"> <li>- Keeps calm in interpersonal conflicts</li> <li>- Suggests conflict resolutions</li> <li>- Concentrates on what is right rather than what is wrong</li> </ul>	<ul style="list-style-type: none"> <li>- Overreacts in interpersonal conflicts</li> <li>- Sticks to own position w/o considering a compromise</li> <li>- Accuses other team members of making errors</li> </ul>

<b>LEADERSHIP AND MANAGERIAL SKILLS</b>	<b>Providing and Maintaining Standards</b>	<ul style="list-style-type: none"> <li>- Subscribes to SOPs, ensures SOP compliance among team</li> <li>- Intervenes if he or she sees something deviates from standards</li> <li>- With team being consulted, deviates from standards if necessary</li> <li>- Demonstrate will to achieve top performance</li> </ul>	<ul style="list-style-type: none"> <li>- Does not comply to SOPs; does not monitor team for compliance</li> <li>- Does not intervene in case of deviations from standards</li> <li>- Deviations from standards are neither announced nor consulted</li> <li>- Does not care for performance effectiveness</li> </ul>
	<b>Planning and Coordination</b>	<ul style="list-style-type: none"> <li>- Encourages team participation in planning and execution</li> <li>- Plan is clearly stated and confirmed</li> <li>- With team consultation, changes plan if necessary</li> <li>- Clearly states goals and boundaries for plan execution</li> </ul>	<ul style="list-style-type: none"> <li>- Plans only for self, team not involved</li> <li>- Intentions not stated or confirmed</li> <li>- Changes plan w/o informing team or follows plan blindly</li> <li>- Goals and boundaries remain unclear</li> </ul>
	<b>Workload Management</b>	<ul style="list-style-type: none"> <li>- Distributes tasks among team, checks and corrects appropriately</li> <li>- Secondary operational tasks are prioritized to retain sufficient resources for primary duties</li> <li>- Allots adequate time to complete plans</li> <li>- Notifies signs of stress and fatigue</li> </ul>	<ul style="list-style-type: none"> <li>- Works individually w/o other team members involved</li> <li>- Secondary operational tasks interfere with primary duties</li> <li>- Increased workload due to inadequate planning</li> <li>- Ignores signs of stress and fatigue</li> </ul>
<b>SITUATIONAL AWARENESS</b>	<b>Environmental Awareness</b>	<ul style="list-style-type: none"> <li>- Collects information about environment (weather, potential maintenance issues, ground delay programs)</li> <li>- Shares key information about environment with team</li> <li>- Contacts outside resources when needed (to maintain situational awareness)</li> </ul>	<ul style="list-style-type: none"> <li>- Does not inquire about environmental changes</li> <li>- Does not comment on relevant environmental factors, or is surprised by them</li> <li>- Operates a "closed shop"</li> </ul>
	<b>Awareness of Time and Anticipation of Future Events</b>	<ul style="list-style-type: none"> <li>- Discusses time constraints with team</li> <li>- Discusses contingency strategies</li> <li>- Identifies possible future problems</li> </ul>	<ul style="list-style-type: none"> <li>- Does not set priorities with respect to time limits</li> <li>- Does not discuss relationship between past events and present / future</li> </ul>
<b>DECISION MAKING</b>	<b>Problem Definition / Diagnosis</b>	<ul style="list-style-type: none"> <li>- Gathers information to identify problem</li> <li>- Reviews causal factors with other team members</li> </ul>	<ul style="list-style-type: none"> <li>- Nature of problem not stated or failure to diagnose</li> <li>- No discussion of probable causes</li> </ul>
	<b>Option Generation</b>	<ul style="list-style-type: none"> <li>- States alternative options</li> <li>- Asks team members for options</li> </ul>	<ul style="list-style-type: none"> <li>- Does not search information</li> <li>- Does not ask team members for alternatives</li> </ul>
	<b>Risk Assessment</b>	<ul style="list-style-type: none"> <li>- Considers and shares estimated risk of alternative options</li> <li>- Talks about possible risks for action in terms of limitation</li> </ul>	<ul style="list-style-type: none"> <li>- Inadequate discussion of limiting factors with team members</li> <li>- No consideration of limiting factors</li> </ul>
	<b>Option Selection</b>	<ul style="list-style-type: none"> <li>- Confirms and states selected option / agreed action</li> </ul>	<ul style="list-style-type: none"> <li>- Does not inform team of decision path being taken</li> </ul>
	<b>Outcome Review</b>	<ul style="list-style-type: none"> <li>- Checks outcome against plan</li> </ul>	<ul style="list-style-type: none"> <li>- Fails to check selected outcome against goal</li> </ul>